Increasing Patient Footfalls & Cataract Surgical volume

Dr. Asheesh Bajaj
Consultant - Cataract & IOL
Head – Quality

Sadguru Netra Chikitsalya
Chitrakoot-MP
"Vision & Mission"

- **VISION**
  “Service to Humanity”

- **MISSION**
  “Food for the Hungry
"Clothes for the destitute"
Sight for the Blind”
Our Mentees

- Sri Aurobindo Eye Hospital, Raipur
- Muzaffarpur Eye Hospital
- Gomabai Nethralaya
- Sewa Sadan
- SSNC, Anandpur
- Bhaktivedanta Eye Hospital, Barsana
Mentoring

- Motivation
- Advice
- Training
- Success
- Direction
- Goal
- Support
- Coaching
SNC Mentoring Module

• Vision & Mission (Meeting With Leadership)
• Assessment
• Hospital Infrastructure
• Statistics & Data Collection
• Quality
• Inventories
• Community Outreach
• IT Support
• Training
• Sustainability
Vision & Mission

• Meeting with Top Management
• Organogram
• Willing for constructive criticism
• Help them build on their strengths
Clinical-
- OPD
- IPD
- OT
- Pre & Post – Op Protocols
- CSSD

General
- Discharge Process
- MRD
- Support Services
- Quality
- Disaster & Safety Protocols

Clinical Assessment Checklist

General Assessment Checklist
Community Outreach

Number of camps
• Cataract conversion rate in camps
• Co-sponsors
• Co-sponsors meet
• Managing Camps during lean season
• Identifying Underserved areas to increase frequency of camps
Support Services

- Inventories
- Counselling
- Opticals
- Pharmacy
- Vision Centres
Statistics, Data & IT Support

• Installing IHMS Software
• Collection & Interpretation Of Data
• Training
• Quality Indicators
  
  OPD Waiting Times
  Endophthalmitis rate
  Intra-Op Complications
  Post – Op Visual Acuity> 6/18
Sustainability

• Expenditure V/S Income
• Procuring good quality economical consumables
• Streamlining surgical packages
• Improving counselling ∞ Optical Sales/Pharmacy
• Empanelment with TPAs / Govt. Health Schemes
Impact of Sewa-SCALE
Sewa Sadan
Hospital Overview

- 50 Bedded
- Cataract Services
- Cornea & Eye Bank-1998
- Specialty-2002
- Specialty Wing-2013
Data – Sewa Sadan-OPD

<table>
<thead>
<tr>
<th>Year</th>
<th>Base Hospital</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>21372</td>
<td>58556</td>
</tr>
<tr>
<td>2012</td>
<td>20296</td>
<td>65545</td>
</tr>
<tr>
<td>2013</td>
<td>22033</td>
<td>69764</td>
</tr>
<tr>
<td>2014</td>
<td>25,806</td>
<td>76,133</td>
</tr>
<tr>
<td>2015</td>
<td>38,981</td>
<td>76,826</td>
</tr>
<tr>
<td>2016</td>
<td>50,947</td>
<td>78,419</td>
</tr>
<tr>
<td>2017</td>
<td>45,344</td>
<td>84,005</td>
</tr>
<tr>
<td>2018</td>
<td>45,790</td>
<td>84,182</td>
</tr>
</tbody>
</table>
Sewa Sadan - Surgery

**Base Hospital**
- 2011: 3,776
- 2012: 4,182
- 2013: 4,364
- 2014: 4,452
- 2015: 4,463
- 2016: 4,561
- 2017: 5,385
- 2018: 5,721

**Community**
- 2011: 1,285
- 2012: 1,125
- 2013: 1,736
- 2014: 1,972
- 2015: 2,144
- 2016: 2,937
- 2017: 4,064
- 2018: 4,448

Total:
- 2011: 5,061
- 2012: 5,307
- 2013: 6,100
- 2014: 6,424
- 2015: 7,607
- 2016: 9,498
- 2017: 9,405
- 2018: 10,169
How the Change Came?

- No. of Camps Increased
- 9 districts of Madhya Pradesh i.e. Bhopal, Sehore, Raisen, Rajgarh, Hoshangabad, Harda, Vidisha, Shajapur and Betul.
- Services Provided in underserved areas and From Where Follow up is easy
<table>
<thead>
<tr>
<th>Organization</th>
<th>Programme</th>
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<tbody>
<tr>
<td>National Programme for Control</td>
<td>District Blindness Control Society</td>
</tr>
<tr>
<td>Vision 2020 – The Right to Sight India</td>
<td>Advocacy for Eye Care</td>
</tr>
<tr>
<td>Sightsavers</td>
<td>“Netra Vasant” Rural Eye Health Programme in Raisen &amp; Rajgarh District</td>
</tr>
<tr>
<td></td>
<td>“Vidyajyoti” School Eye Health Programme in Bhopal, Vidisha &amp; Raisen District</td>
</tr>
<tr>
<td></td>
<td>“Amrita Drishti” Urban Slum Eye Health in Bhopal District</td>
</tr>
<tr>
<td>CBM</td>
<td>Sewa Sadan Disability Inclusive Eye Health Programme in 4 districts i.e. Sehore, Harda, Hoshangabad &amp; Shajapur</td>
</tr>
<tr>
<td>Operation Eye Sight Universal</td>
<td>Vision Center Establishment</td>
</tr>
<tr>
<td>Help Age India</td>
<td>Cataract Surgery for Old and Needy</td>
</tr>
<tr>
<td>Vision Foundation of India</td>
<td>Support of DR Lasers and Surgeries</td>
</tr>
<tr>
<td>Lions Club International</td>
<td>Diabetic Retinopathy Project in 6 Districts</td>
</tr>
</tbody>
</table>
Walk In Patients

Reasons

• Separate Area for Specialty Patients - More Space
• More Human Resources
• Referrals from VC

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2018</th>
<th>% Avg Increase</th>
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</thead>
<tbody>
<tr>
<td>OPD</td>
<td>76133</td>
<td>84182</td>
<td>10%</td>
</tr>
<tr>
<td>Surgeries</td>
<td>4452</td>
<td>5721</td>
<td>3%</td>
</tr>
<tr>
<td>Spectacles Advised</td>
<td>Spectacles dispensed</td>
<td>Percentage Conversion</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------</td>
<td>-----------------------</td>
<td></td>
</tr>
<tr>
<td>24265</td>
<td>15439</td>
<td>53 %</td>
<td></td>
</tr>
</tbody>
</table>
Income-84053503
Expenses- 59461369'
Cost Recovery- 41 %

• Increased paying surgeries
• Walk IN OPD
• VCs
• Addition of Specialty services
Quality Improvement

Modular OT
## Post-Op Visual Acuity

( IHMS In Place)

<table>
<thead>
<tr>
<th></th>
<th>No. Of Patients</th>
<th>&gt; 6/18</th>
<th>6/18-6/60</th>
<th>&lt; 6/60</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Post – Op day</td>
<td>4514</td>
<td>3709 (82%)</td>
<td>702 (15%)</td>
<td>103 (03%)</td>
</tr>
<tr>
<td>Final Follow Up</td>
<td>4161</td>
<td>3477 (84%)</td>
<td>519 (12%)</td>
<td>165 (04%)</td>
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</tbody>
</table>
Vision centres

- 9 Vision centres
- OPD-17000
- Spectacles dispensed-5000
- Surgeries -500
Training

• One-week training completed, for management, Quality head, OT Assistant and Optometry training for 4 persons – January 2019.

• Seed Grant transfer-January 2019

• Visit By SNC Team
Mentor Mentee Program – Seva Scale

Program: “SEVA SCALE – Strengthening Capacity and Learning to Effectively Deliver Quality Eye Care”

Participants:

1. Mr. SAMUEL DILRAJ RAO – OT management
2. Ms. MOHINI WIDHANI – Vision Center management and Counseling
3. Mr. NANDRAM SAHU – Counseling
4. Mr. AJAY SINGH NERVERIYA – Optical

Dates: 1st to 31st August 2018

Hospital: SEWA SADAN EYE HOSPITAL, BHOPAL
<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Day</th>
<th>Date</th>
<th>Place</th>
<th>Area Covered</th>
<th>Resource Person</th>
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<tbody>
<tr>
<td>1</td>
<td>Day 1</td>
<td>1st Aug 2018</td>
<td>Office</td>
<td>Introduction with Management - Poisen</td>
<td>Mr. Umakanth</td>
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<tr>
<td>2</td>
<td>Day 2</td>
<td>2nd Aug 2018</td>
<td>Nursing</td>
<td>General Observation in Counseling - Cataract</td>
<td>Mr. Umakanth</td>
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<tr>
<td>3</td>
<td>Day 3</td>
<td>3rd Aug 2018</td>
<td>Optical Store</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
</tr>
<tr>
<td>4</td>
<td>Day 4</td>
<td>4th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling - Cataract</td>
<td>Mr. Umakanth</td>
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<tr>
<td>5</td>
<td>Day 5</td>
<td>5th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<td>6</td>
<td>Day 6</td>
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<td>General Observation in Counseling</td>
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<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<td>8th Aug 2018</td>
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<td>General Observation in Counseling</td>
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<td>General Observation in Counseling</td>
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<td>Day 13</td>
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<td>Day 14</td>
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<td>General Observation in Counseling</td>
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<td>General Observation in Counseling</td>
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<td>16th Aug 2018</td>
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<td>General Observation in Counseling</td>
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<td>17th Aug 2018</td>
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<td>General Observation in Counseling</td>
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<td>18</td>
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<td>18th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<td>19</td>
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<td>19th Aug 2018</td>
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<td>General Observation in Counseling</td>
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<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<td>21</td>
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<td>21st Aug 2018</td>
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<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>22</td>
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<td>22nd Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>23</td>
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<td>23rd Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>24</td>
<td>Day 24</td>
<td>24th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
</tr>
<tr>
<td>25</td>
<td>Day 25</td>
<td>25th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>26</td>
<td>Day 26</td>
<td>26th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
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<td>27</td>
<td>Day 27</td>
<td>27th Aug 2018</td>
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<td>General Observation in Counseling</td>
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<tr>
<td>28</td>
<td>Day 28</td>
<td>28th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>29</td>
<td>Day 29</td>
<td>29th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
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<tr>
<td>30</td>
<td>Day 30</td>
<td>30th Aug 2018</td>
<td>Counseling</td>
<td>General Observation in Counseling</td>
<td>Mr. Umakanth</td>
</tr>
</tbody>
</table>
Additional Achievements

- New Specialty Building
- School Screening

<table>
<thead>
<tr>
<th>Camp</th>
<th>No. Of Camps</th>
<th>Numbers Screened</th>
<th>Spectacles</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Screening</td>
<td>3732</td>
<td>310425</td>
<td>8751</td>
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<tr>
<td>Comprehensive</td>
<td>17</td>
<td>1945</td>
<td>957</td>
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</tbody>
</table>

- Training Of ASHA Anganwadi Workers, Ophthalmic assistants
  - ASHA- 811
  - Training-12
- Fellowships Started
Bhaktivedanta Hospital
Hospital Overview

• 40 bedded
• Average OPD-1800-2500/Month
• Surgery- 3300/year
Out Patients

- Year -2018

<table>
<thead>
<tr>
<th>New Patients</th>
<th></th>
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<tbody>
<tr>
<td>Review</td>
<td>12113</td>
</tr>
<tr>
<td>Total</td>
<td>26394</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>14281</th>
</tr>
</thead>
</table>

14281 New Patients, 12113 Review, Total 26394
Cataract Surgery

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>No. of Camps</td>
<td>Nil</td>
<td>Nil</td>
<td>2/week- 100</td>
</tr>
<tr>
<td>Free Surgeries</td>
<td>1092 (76%)</td>
<td>2747(83 %)</td>
<td>2885 (83 %)</td>
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<tr>
<td>Paid surgeries</td>
<td>344 (24 %)</td>
<td>559 (17 %)</td>
<td>613 (17 %)</td>
</tr>
<tr>
<td>Total</td>
<td>1436</td>
<td>3306</td>
<td>3498</td>
</tr>
<tr>
<td>% Age Increase</td>
<td></td>
<td>56 %</td>
<td>59%</td>
</tr>
</tbody>
</table>

- Increased no. of Camps-8/Month
- No. of Ophthalmologists Increased from 1 to 3
- Streamlining of Packages
- Subsidised Surgeries
- Increase in Number of Co-Sponsors
### Cataract Conversion Rate

<table>
<thead>
<tr>
<th>Cataract Advised</th>
<th>Cataract Done</th>
<th>Conversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>4895</td>
<td>3472</td>
<td>71 %</td>
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</tbody>
</table>

Improvement of counselling
Councilor Trained
## Quality Indicator

<table>
<thead>
<tr>
<th></th>
<th>No. Of Patients</th>
<th>&gt; 6/18</th>
<th>6/18-6/60</th>
<th>&lt; 6/60</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Post – Op day</td>
<td>2205</td>
<td>1902 (86%)</td>
<td>231 (10%)</td>
<td>72 (04%)</td>
</tr>
<tr>
<td>Final Follow Up</td>
<td>2205</td>
<td>1999 (91%)</td>
<td>180 (08%)</td>
<td>26 (01%)</td>
</tr>
</tbody>
</table>

**Post- Op Visual Acuity Data Collection**
## Opticals

### Spectacles Advised vs Spectacles Distributed

<table>
<thead>
<tr>
<th>Spectacles Advised</th>
<th>Spectacles Distributed</th>
<th>Acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>3571</td>
<td>1463</td>
<td>41 %</td>
</tr>
</tbody>
</table>

- Competition from Local Market
- Spectacle Turn around Time
- No VCs
Training

- Optical Sales, Counsellor, Program Management & Data Management, Exposure to high volume surgery and OT management (Including one surgeon) : 13-19 September 2017
- IHMS Installation & Training-Oct 2017
- Seed Grant Transferred –April 2018
- Monitoring Visit- January 2019 & September 2019
Sustainability

• Income-3165305
• Expenses-5541488
• Deficit-57%

Reasons
• Less Walk In Patients/Low Charges
• Low Higher Package Surgeries
• Low Optical & Pharmacy Sales
• No Investigations
• No Specialty
Workshop

• Partners meet – April 2018
• SEVA SCALE Meet – June 2019
Changes

• Willing to Change
• Training
• Acceptability Of Data Collection
• Continuous Improvement of Quality
Challenges

- Increase no. Of Camps
- Co-Sponsors
- Infrastructure
- Human Resources
- Effective Data Collection
- VCs
THANK YOU